

PERFORMANCE STANDARDS
FOR MANAGERS
Revised March 2006

1. _____ PROGRAM PLANNING AND DEVELOPMENT
2. _____ PROGRAM RESULTS
- 3. RESOURCES MANAGEMENT**
4. REPRESENTATION, WORKING RELATIONSHIPS, AND COMMUNICATIONS
5. EQUAL OPPORTUNITY/CIVIL RIGHTS

Notes: This sample shows just the RESOURCES MANAGEMENT for a manager. The other element titles are shown above just for context.

This example is from APHIS Wildlife Services, for a Research Station Manager, so there are some details that won't apply to other MRP units.

- This element covers internal resource management responsibilities within the unit
- APHIS policy requires that rating and reviewing officials have an element that includes mandatory human resources management content:
 - Performance Management: rating and review official must have standards that hold them accountable for carrying out their performance management responsibilities. This example fully meets the requirements of the APHIS policy
 - Training. Managers who supervise other managers and supervisors must certify as part of the appraisal process that they have met the requirements of APHIS's training policy for supervisors and managers. This example fully meets the requirements of the APHIS policy.

3. RESOURCES MANAGEMENT

The Station Manager is responsible for overall management of the Station's resources.

Alignment: This element supports

- WS's Strategic Objective of promoting an organizational culture that values and invests in our people to support their professionalism, competency, and innovation as Federal leaders of wildlife management, and
- WS' management objective of providing cost-effective business management consistent with APHIS, USDA, and government-wide standards and requirement.

Results and Measures for FULLY SUCCESSFUL.

Evaluation is based on the supervisor's observations and review of work products and accomplishment reports, self-certification subject to verification; feedback from

employees, and any audits or reviews. In the judgment of the Supervisor, with few exceptions:

[NOTE: THE FOLLOWING LANGUAGE OR SOMETHING EQUIVALENT IS REQUIRED FOR APHIS RATING AND REVIEWING OFFICIALS]:

HUMAN RESOURCES MANAGEMENT

- Performance Management. With few exceptions
 - performance plans for employee are in place within 30 to 45 days after the beginning of the rating cycle
 - performance plans are clearly aligned with WS and NWRC goals; focus on the work results that the employee is accountable for; and have appropriate and credible measures for quality of work, productivity, timeliness, and/or cost-effectiveness
 - mid-year reviews are completed and documented within 30 to 45 days after the mid-point of the rating cycle, or within other time frames specified by the supervisor
 - end-of-year ratings and review meetings are completed within 30 to 45 days after the end of the rating cycle
- Excellent performance is identified and appropriately recognized
- Poor performance is identified and appropriately addressed
- Conduct problems are identified and appropriately addressed

TRAINING, DEVELOPMENT, AND SAFETY

- Employee's training needs are assessed and appropriately addressed
 - IDP's for the year are in place within required time frames
- [NOTE: THE FOLLOWING IS REQUIRED FOR APHIS SECOND LINE SUPERVISORS, NOT FIRST LINE SUPERVISORS]**
- In accordance with APHIS Directive 4315.1, Training and Policy for Supervisors, Managers, and Executives, the Program Manager has provided an annual certification (which may be included in accomplishment reports submitted as part of the performance appraisal process) that subordinate supervisors and managers:
 - have completed a 360-degree leadership skills needs assessment within the last 5 years, or that an assessment is scheduled within the next 3 months.
 - have a leadership development plan for core competencies that is based on the needs assessment and was updated in the last year
 - completed at least 24 hours of training or professional development activity in core competencies, as planned in the annual development plan.

- Professional staff are encouraged to hold memberships in professional societies and to attend at least one conference per year
- Opportunities are provided for
 - Field station employees to gain experience with other NWRC field stations and/or research projects
 - NWRC personnel in other units to gain experience at the Gainesville Research Station
- Employees have completed mandatory training courses
- Staff have been instructed in relevant safety procedures, including the use of personal protective equipment, as needed
- Employee safety and health issues are monitored and addressed consistent with APHIS and WS policies and priorities.

PROPERTY AND PROCUREMENT

- Property inventories and reports are completed in accordance with requirements, within requested time frames
- Facilities, vehicles, and other property are maintained in accordance with NWRC requirements
- Procurements are authorized, completed and documented in accordance with APHIS and WS requirements

BUDGET

- Required budget, financial, and status of funds submissions are completed in accordance with instructions, within requested time frames
- Station operations are conducted with allocations provided, or any exceptions are approved by the supervisor